# University Department of Commerce and Business Management, Ranchi University, Ranchi

**A Synopsis for Ph.D. registration on**

# Attrition in Indian Information Technology Industry - A case study of Infosys, TCS, and Wipro in Bangalore.


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**Title - Attrition in Indian Information Technology Industry - A case study of Infosys, TCS, and Wipro in Bangalore.**

# 1. Introduction:

India is a southern Asian emerging and developing country. In the world, it is the biggest democracy and among the economy with the fastest rates of growth in the world. India is currently one of the world's most industrialized nations, has achieved agricultural self-sufficiency, and is one of the few countries to have ventured into space to conquer nature for the good of humanity. The Indian economy is by far the most significant feature of the nation. The Indian economy provides insight into the nation's financial structure, market sizes, earnings, and corporate incentives. One of the biggest drivers of economic growth in India is the IT and BPM sector, which also makes a substantial contribution to the GDP and general well-being of the nation. In FY23, the IT sector contributed[1] 7.5% of India's GDP; by 2025, it is predicted to account for 10%.

## 1.1 Attrition:

Attrition is the term used to describe the slow but intentional decrease in staff numbers that happens when workers depart from an organization and are not replaced. It is frequently used by human resources (HR) experts to refer to the reduction of a company's workforce. In this instance, downsizing is voluntary, meaning that the corporation does not replace the departing or retiring personnel. When employees depart a company without being replaced, it's known as attrition. Often referred to as a hiring freeze, attrition is seen to be a less disruptive method of reducing payroll and staff than layoffs. Attrition, often known as a hiring freeze, is seen to be a less disruptive method of reducing payroll and staff than layoffs. One definition of attrition is the shrinkage of numbers, which can be expressed simply as a decline in numbers as a result of retirement, resignation, or death.

The phrase "attrition" is frequently used to describe a company's intended reduction in staff. The company experiences downsizing as staff retire or leave. This kind of staff decrease is called a hiring freeze. It's one way for a company to reduce labor costs without having to fire workers.

## 1.2 Attrition Vs. Layoffs

The attrition rate may increase as a result of voluntary employee departures brought on by changes in management, the organization's structure, or other aspects of its operations. The worker can retire, change careers, or move to another city[1]. The unavoidable shift to reduced overall personnel is advantageous for an attrition-based approach. Conversely, layoffs are a different story. Attrition will result if the business does not hire as many new workers as it fires. For example, a business may reduce its administrative staff by six in order to create a new six-person team. A company must make tough choices and lay off workers in order to survive a financial crisis. In some cases, the company may choose to fire workers without rehiring them. A merger or a change in the company's business model or structure are examples of less dramatic situations where certain departments are eliminated. Laid offs are often required instead of attrition.

## 1.3 Information Technology Industry:

IT sector have become one of the biggest drivers of economic growth in India today, making a substantial contribution to both the GDP and general well-being of the nation. IT sector contributed 7.5% of India's GDP in FY23; it is predicted to account for[1] 10% by 2025. As a cutting- edge digital application permeates sector after sector, which makes India now ready for its next IT revolution. In reality, the hyper connected digital economy of today would collapse without information technology. In India the IT sector accounts for 9.3% of the nation’s GDP which makes it primary engines for the economic growth and development. In addition to this, 56% of all over the world outsourcing business comes straight from the Indian IT sector.

IT sector has emerged in 1974 in India which is now represented as a leading sector in today’s world. The economic condition under which the IT sector was founded was quite unique. During that time Burrough’s, an exporter of the mainframe system requested TCS to send programmers to install system software for a client in the USA. The use of AI and automate learning are two examples of modern technologies which are constantly resulting in new roles, tasks, and possibilities for career development in the IT industry. IT industries mainly work on demand and supply. A few years back there was a huge demand for data scientists and so everybody started to learn it now the market is saturated and the next boom we saw in data analyst and business analyst roles. So, all must keep upskilling and do not become extinct in

some professions. Service based firms in the IT sector like TCS, Wipro, Infosys, L&T Mindtree follow a pyramid structure to retain their senior most employees and pay cost is the primary reason behind this. IT stands for "the study, design, development, implementation, support or management of computer-based information systems, particularly software applications and computer hardware." A type of outsourced service called ITES has arisen as a result of IT's participation in numerous industries, including banking and telecommunications, insurance, and finance. Projects including programming, testing, databases, and other project related tasks are completed by IT businesses, such as Infosys, TCS, and Wipro. These organizations, however, require assistance with documentation and other nontechnical tasks because they are unable to complete their work independently. They therefore choose ITES (IT Enabled Services) such as call centers, knowledge process outsourcing (KPO), and business process outsourcing (BPO).

## 1.4 Attrition in leading IT companies:

The dynamic and thriving Indian IT industry is evidence of the nation's ability to innovate and enhance its technology. The industry, which had its origins in the late 20th century, has expanded rapidly, making India a major player in the global IT market. Some of the top IT businesses in the world are based in India, which is now known around the world for its technological expertise. A cutting-edge, global technology corporation, HCL Technologies helps companies adapt their operations for the digital age. With its Mode 1-2-3 strategy, HCL, which was founded in 1976, provides an integrated portfolio of goods, services, solutions, and intellectual property. An prominent and well-respected worldwide provider of technology consulting and services is LTIMindtree Ltd. The business stands apart from others in the sector thanks to its distinctive blend of scale and agility. In June 2023, LTIMindtree and Schneider-Neureither & Partner (SNP) launched "Fast Forward" for Bluefield integration. Tech Mahindra was established in 1986 with the goal of providing cutting-edge, client-focused IT solutions for the globalized world. It belongs to the Mahindra Group as a subsidiary. In 1990, Oracle Financial Services was founded. It offers the most extensive and up-to-date financial apps and technological footprint in the world, catering to intricate business and IT needs. The top companies in India in IT sector have experienced a robust decline in their workforce for the four consecutive quarter. As per the given data by Xpheno, it

indicates that companies in IT industries reported a drop of headcounts in the January-March quarter of 2023 by 12,445 over the preceding three months.

Furthermore, this number dropped by 28,387 during the April-June quarter and by 16,624 over the subsequent three months, ending in September3. IT sector employees said that one of the reasons for the high attrition rate in IT industries could be because of better pay in other multinational corporations operating in the same sector. As per Business Today, the cost of attrition is very high i.e. $5000 per person which we can understand through an example like if somebody leaves the organization then we hire someone new on which we have to spend some amount on their training for at least six months as they are not billable that time then also we have to pay a salary for that time as well. According to the Avtar's data, women in tech sector experience a high attrition rate of 26% compared to 21% across all industry sectors. Burnout arises because of juggling personal obligations and the pressure to perform well in a challenging field which increases attrition rates.

Wipro announced on April 19 that 6180 employees would be laid off in the fourth quarter. The number of Wipro employees declined by 24,516 during the fiscal year which was the second consecutive quarter when it had happened. There were overall

2,34,054 employees as per FY24. In spite of these adjustments, Wipro's attrition rate in the last twelve months remains constant at 14.2%. Further Infosys and TCS revealed a historic first-time yearly decline in the number of employees. In FY24 TCS experienced a loss of 13,249 employees, while Infosys saw a 25,994 reduction. Infosys shed 5,423 workers in the fourth quarter, whereas TCS lost 1,759 workers. Despite erratic demand and economic challenges, a number of IT firms are concentrating on raising utilization rates and expanding margins through the assignment of benched staff members. Infosys' hiring strategy is being drastically altered due to the personnel reduction. Jayesh Sanghrajka, Infosys's CFO, stated, "We have made significant changes to our hiring approach. All of the freshmen from campus are no longer hired. We employ over half of them off campus and fewer than half on campus. Additionally, Wipro has not finished the onboarding process for new hires who received offer letters during its post-COVID hiring boom, despite reducing its workforce. Saurabh Govil, Wipro's Chief Human Resources Officer (CHRO) said that before they go and recruit someone new, they will make sure to complete all of those offers first which are kept as they promised. With this strategy

they will move forward. TCS CEO K Krithivasan talked about the company's intentions to continue employing new employees in spite of the layoffs. He said that they evaluate the trainees they assign and put them through their internal training processes and perhaps after six to eight months, they start to produce and generate revenue. There will therefore always be a lag. He stated that TCS intends to hire about 40,000 new hires in FY25, that's the same number as the previous year. Sustaining positive working relationships with employees may be one of the core retention strategies. In any job, the relationship between an employee and their employer is crucial. Employees that have a solid and positive relationship with their employers feel valued, inspired, and supported. Employee satisfaction increases the likelihood that they will put in their best effort and remain in their positions for an extended period of time.

**For the sake of study researcher is taking three leading IT companies namely TCS, Wipro, and Infosys which are operating in Bangalore.**

A. **Attrition in Infosys:**

Founded in 1981, Infosys is a multinational consulting and IT services firm that is listed on the NYSE. Infosys has a growing global footprint with over 300,000 workers. Globally, distributed across 50+ countries. Infosys' secondquarter attrition increased marginally[2] to 12.9% from 12.7% in the first quarter, but it was still less than the 14.6% attained in the second quarter of the previous year. The second-largest IT services provider in India, Infosys, added 2,456 workers in the second quarter of fiscal year 2025 (July-September), reversing a six-quarter recruiting slide.

B. **Attrition in TCS:**

Based in Mumbai, India, Tata Consultancy Services Limited (TCS) is an IT services, business solutions, and outsourcing firm. TCS is India's second biggest business process outsourcing firm and Asia's largest information technology supplier. With over 142 branches worldwide, TCS maintains offices in 47 countries. Tata Consultancy Services (TCS) reported on Thursday, October 10, that its attrition rate increased by 20 basis points (bps) to 12.3% in the July-September quarter results for fiscal 2024-25 (Q2FY25), up from 12.1% in the previous April-July quarter of FY25. On a net basis,

TCS added about 11,000 people between April and September, or the first half of the current fiscal year (H1FY25).

C. **Attrition in Wipro:**

Wipro Limited is one of the top providers of business process, consulting, and information technology services worldwide. Wipro is renowned throughout the world for its vast range of services, innovative delivery methods, and organization-wide dedication to sustainability and corporate ethics. In 53 countries, Wipro employs2 and serves over 131,000 people. In fiscal year 2025, the attrition rate for IT major Wipro increased to 14.5 percent in the second4 quarter, up from 14.1 percent in the first quarter (April and June). During FY25's July–September quarter, Wipro added 978 new staff members. As of September 30, the company's closing workforce numbered 233,889.

D. **Attrition in HCL Tech:**

HCL Technologies, often referred to as HCLTech, is a prominent Indian multinational information technology (IT) consulting company. Headquartered in Noida, Uttar Pradesh, it was founded by Shiv Nadar in 1991 when HCL entered the software services business. HCL Technologies' attrition rate for the second quarter of fiscal year 2025 (Q2 FY25) was 12.9%. This represents a decrease from 14.2% in the same quarter of the previous year.

It's important to note that attrition rates in the IT industry can fluctuate based on various factors like economic conditions, job market trends, and company-specific initiatives.

E. **Attrition in LTIMindree:**

LTIMindtree is a leading global technology consulting and digital solutions company. It was formed in 2022 through the merger of Larsen & Toubro Infotech (LTI) and Mindtree, two well-established IT services companies. LTIMindtree has been actively managing its attrition rate, which has been consistently declining. As of September 30, 2024, the trailing 12-month attrition rate was 14.5%. This is a significant improvement compared to previous years.

## 1.5 Industry in Bangalore:

The capital of Karnataka, an Indian state, is Bangalore, also known as the Silicon Valley of India, offers the most job opportunities across all industries, making it the ideal place for techies looking to change careers[2]. At 29.7%, Bangalore has the highest attrition rate of any metropolitan area. In 2021, Bangalore's attrition rate nearly double (by 1.9 times) year over year. Professionals with less than two years of experience have the greatest attrition rate by years of experience, with a rate of 43.7% in Bangalore. One of the main causes of increased attrition in these sectors is the fierce rivalry for data science talent with the corresponding domain expertise.

## 1.6 Reasons for high attrition rate in Indian IT Industries: -

- Startups: Today's Indian youth mostly go about establishing their own businesses by learning from and obtaining organizational expertise from businesses. Various digital tools, technical advances[3], and motivators encourage young people in India to start their own businesses since they are more enthusiastic about them these days.

- Income Increment: People who are older and more experienced have a variety of life and family duties, which makes them more and more in need of money. If they are offered better prospects, they would rather change jobs.

- Job Insecurities: An employee encounters this state of mind when they're confused about their decision to stay in the workforce. Employees experience the company's financial collapse, a change in management, and a lot of issues.

- Working conditions: Attrition arises from an inappropriate work environment. It occurs when workers encounter hazardous circumstances, inadequate workplaces, unprofessional conduct from coworkers, obsolete technology, a lack of resources, and numerous other problems.

- High Workload: Employees have to deal with a high workload when the company's tasks increase or when the deadline time is not certified to

correspond with the assigned work. It enables them to take advantage of opportunities.

- Technology: Nowadays, new tools and technological advancements have substituted IT workers. This makes it possible to increase the company's capital creation and manage operations quicker and more easily.

- Distance: One of the crucial factors when switching jobs is the distance between one's home and the company workplace. Employees prefer to be near to their place of work since this saves time and money.

There are deliberate initiatives that might enhance job happiness among employees, which helps the company to retain their valuable staff. As an example, the onboarding procedure needs to educate and familiarize the new hire with the corporate culture and how they can add to and flourish within it, throughout the onboarding process[4]. The employee attrition rate in Indian IT sector has been in the range of 20 to 25% over the past two years and it is probably going to stay this way. The IT sector has been losing skilled workers as compared to other sectors. The primary factors influencing talent migration[4] are company policy, remuneration, and work flexibility, along with the increased demand from non-technical enterprises. The following recommendations are offered in an effort to retain staff, particularly in the IT industry.

- Activities that relieve stress should be planned, and hobbies should be encouraged.

- The managers ought to promote trust among staff members.

- Workers need to be treated with dignity.

- One should refrain from discriminating on the basis of gender.

- There should be possibilities for skill development and a scope for career advancement.

- Companies should view training as a professional development opportunity and offer pertinent training.

- Businesses should support staff members in realizing their full abilities and potential.

- Businesses must specify exactly who they want to work with going forward.

- To raise employees' awareness and sense of confidence. It facilitates decision making in challenging circumstances for employees.

- Organizations should boost employee engagement and productivity by motivating staff members and rewarding them once a year.

- Correct training should be provided to new hires to enhance their abilities and knowledge so they can perform their jobs effectively.

The factors that influence employee retention in businesses—attraction, participation, and inspiration—have been the subject of numerous research and surveys. However, there isn't much research on millennials working in IT companies. Today's workforce is largely composed of millennials, who will play a crucial role in business decision-making and future workers. In the Indian IT industry, predictive modeling of employee turnover was created using the support vector machine (SVM), a supervised machine learning method. According to certain market analysts, the Indian IT sector[5] has experienced an average attrition rate of roughly 25% in recent years as the Covid-19 clouds have cleared (Singh, 2022). Most Indian IT service firms reported a staff turnover rate of more than 20% in the final quarter of fiscal year 2022. Wipro recorded an attrition rate of 23.8 percent for the March quarter of FY22, compared to nearly 28 percent for Infosys (Mohaptra, 2022). For most mid-tier IT service providers, it was higher than 20 percent.

## 1.7 Types of Employee Attrition:

There are types of four types of employee attrition:

1. Voluntary Attrition: A worker who leaves the company voluntarily is said to be experiencing voluntary attrition. Pull influences include greater earnings, more favorable prospects for the causes[6] of this type of attrition are growth and promotion.
2. Involuntary Attrition: Involuntary attrition is when workers depart an organization as a result of push factors or opposing forces, such as defective biassed performance reviews, promotion policies, etc.
3. Compulsory attrition: It occurs as a result of both organizational and governmental norms and regulations. Attrition takes place as a result of reaching retirement age, serving out one's term, etc.
4. Natural attrition: It happens as a result of reasons and circumstances outside of an individual's or organization's control. These elements include death, insanity, and so forth.

## 1.8 Employee attrition vs Employee turnover

| **Factor** | **Employee Attrition** | **Employee Turnover** |
|---|---|---|
| Definition | A gradual reduction in workforce due to employees leaving and not being replaced immediately or at all | The rate at which employees leave a company and are replaced by new hires |
| Impact on Workforce | Reduces the total number of employees over time | Maintains or changes the total number of employees, depending on the balance between departures and new hires |
| Reasons for Occurrence | Retirement, voluntary resignations, terminations, or organizational restructuring | Voluntary resignations, terminations, or organizational restructuring |

| | | |
|---|---|---|
| Management Approach | Focus on workforce planning, succession planning, and knowledge transfer to mitigate the impact of attrition | Focus on improving employee retention, addressing the root causes of turnover, and streamlining the hiring process |

In today's world, information technology is crucial for a nation's development. There are numerous problems faced by an organization after attrition of employees:

- Replacement: It's difficult to find a suitable new replacement in the company with the same talent and experience as having the previous employee since it takes a lot of money and time.

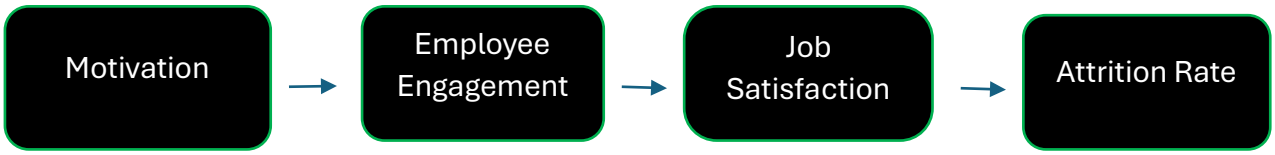
- Project Incompletion: According to the client, there are several circumstances when a project is incomplete and difficult to complete it before time. Although it takes time[6] to visualize and evaluate, it is difficult to carry on to a new one where it ends, which means they must start with the beginning.

- Hiring: During this time, the company must need to hire new staff to meet the requirements and train them, which will consume both time and money and affect the company's capital.

Some research study has mentioned that engagement and motivational models are used to lower the attrition rate which demonstrates[7] that motivation leads to employee engagement, which in turn improves job satisfaction and lowers turnover rates.

Fig:1

Motivation and engagement model to Reduce Attrition Rate in Indian IT Sector.




Source:https://malque.pub/ojs/index.php/mr/article/view/1783/1444

## 2. Literature Review:

- Abhyankar, A. 2021[9] analyzes the factors causing employee attrition, represented the comparative picture between the employee attrition and employee turnover through in a proper review of giant IT companies. This study suggests the measures to reduce employee attrition in Indian IT companies.

- Abhyankar, A. 2021[10] discover in his study that high staff turnover has become recognized as a detrimental "spill-over effect" of industrial growth due to rapid career advancement and numerous job options and the effective strategies or methods that IT companies are using to attract and retain people for the industry's better growth potential.

- Pallathadka, H., Leela, V. H., Patil, S., Rashmi, B., Jain, V., & Ray, S. 2021[11] conducted a case study on the attrition of employees in IT sector where her study suggested few key things to retain the employees and highlights the elements which have the largest impact how people leave their job. Elaborate the attrition rate of some tech companies in just one year.

- Narasimha, A., & Neena, P. C. 2024[12] this study outlines the development of the Indian IT sector and a comprehensive strategy for raising employee

engagement in the Indian IT industry in order to lower the attrition rates including the motivation and engagement model.

- Trivedi, M. & RK University. 2022[13] this study focuses on the major concerns of attrition and retention of millennials in IT industries with special reference to Saurashtra region and also mentioned the other aspects that organizations should look such as work life balance career progression, job satisfaction and compensation and benefits.

- Khera, S. N., & Divya, N. 2019[14] has discussed about the systematic problem of excessive attrition in Indian IT industries dealing over the past few years, which has cost the companies money and knowledge. The purpose of this study is to create a model that can forecast employee attrition and provide employers the chance to resolve any problems and increase retention.

- Rahman, T. H., Ahmed, K. T., Mohamed, I. A., & Sharif, J. M. 2023[15] this study includes the impact of employee absenteeism on organizational productivity in in I.T. sector and examine how organizational commitment and work satisfaction affect the variables affecting employee attrition in the IT industry.

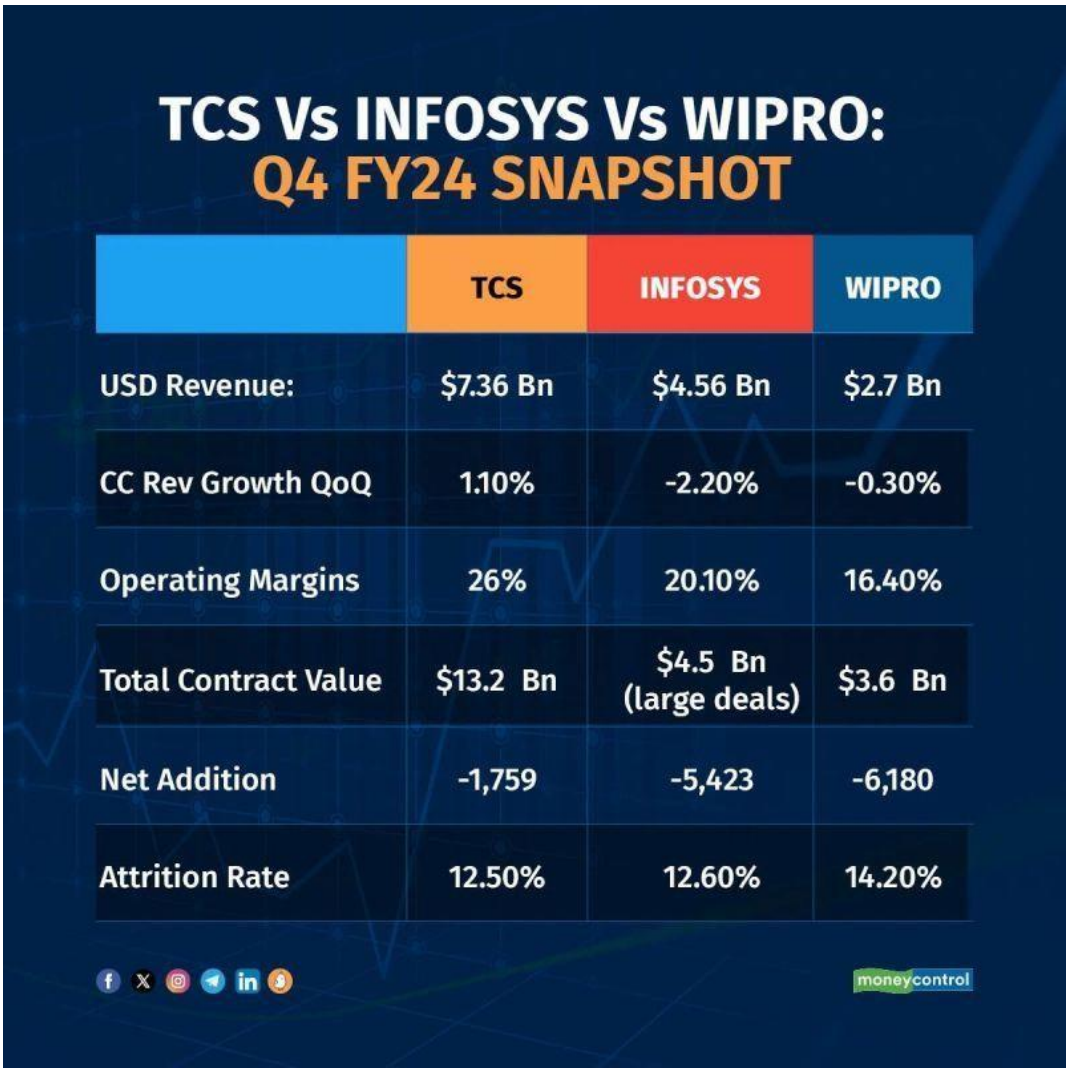
## 3. Research Gap:

- Numerous authors have carried out surveys and discovered information regarding staff attrition within the company. Additionally, there are lots of studies on the retention tactics used by IT industries. While many studies have looked at the topic of employee retention and attrition strategies, little research has been done specifically on attrition rate of leading IT industries in India.

- From the review the researcher also get an idea that very little study on attrition in Infosys, TCS, and Wipro has been met. In this research the researcher will try to make an extensive study on attrition on three leading IT companies namely Infosys, TCS, and Wipro operating in Bangalore.

Fig: 2

In FY24, 64,000 workers will leave TCS, Infosys, and Wipro due to low demand.




Source:https://www.moneycontrol.com/news/technology/tcs-infosys-wiprotogether-lost-63759-employees-in-fy24-12678051.html

This diagram represents that the leading IT firms in India, TCS, Infosys, and Wipro, have reported a sharp decline in workforce size for the first time in two decades. In fiscal year 2024, they lost 63,759[8] positions overall. The primary drivers of the personnel decrease, according to the employers, were the need for operational efficiency and low demand. Wipro experienced the biggest drop, with 234,054

employees, a 9.1% decrease. Both TCS and Infosys reported notable declines in their workforce. This extraordinary situation illustrates the difficulties the Indian IT sector faces in the face of global economic uncertainty and clients' cautious IT spending. Compared to the sector's previous growth and expansion, it represents a substantial change.

## 4. Importance of research study:

The importance of the study is to uncover the different causes of employee attrition in IT industries. Since replacing employees costs a lot of money for many organizations, no causes for the rise in the IT industry's attrition rate were discovered. This research study is an attempt to know the expectations of employees and employers at various levels on different aspects of employment and factors affecting the attrition rate. A study on employee attrition and its effects on organizational performance may find value in a number of theoretical stances and ideas:

## 5. Scope of Research Study:

The study can be reinforced even more by doing research across several service industry verticals and comparing the findings with those of the IT sector. This effort is a component of an ongoing study that will analyze in future research how various demographic factors affect attrition rate and what will be the contribution of organizational development in the attrition rate.

## 6. Research Objectives:

I. To know the attrition rate in leading IT industries like TCS Infosys, and Wipro.
II. To determine the reasons or factors contributing to higher attrition rate in Indian IT companies.
III. To research the IT industry's current retention tactics and to make recommendations for retention tactics in TCS, Wipro, and Infosys.

IV. To know how attrition affects the speed of the productivity level of the company.

## 7. Hypothesis:

$H1_1$ Employee attrition in the IT industries is negatively associated with organizational productivity of the company.

$H1_2$ The attrition rate in TCS is less than Infosys and Wipro.

$H1_3$ Job satisfaction and attrition are interrelated in Infosys, TCS, and Wipro.

## 8. Research Design and Methodology:

### I. Research Design:

The research approach lends credibility to the study and yields reliable findings. Additionally, it has a detailed plan that makes the process easy to follow and regulate. Since the goal of the research is to combine the best aspects of both qualitative and quantitative approaches, a mixed methodology will be employed to integrate perspectives and create a rich picture.

### II. Methodology:

#### A. Data Collection:

Relevant information will be gathered for this study from primary and secondary sources.

Primary data: Primary data will be gathered through questionnaires, surveys, and interviews.

Secondary data: Journals, research papers, web portals, and published data in the form of books and newspapers will be used in this study.

i. Sampling, Sampling Technique, and Sample Size:

To reduce the possibility of selection bias, the probability sampling method will be used. We will take interviews and review through questionnaire of 250 employees of TCS, Wipro, Infosys in Bangalore.

Type of universe: Attrition Rate in IT companies.

Sample unit: TCS, Wipro, Infosys employees in Bangalore.

B. Data Analysis:

i. Data analysis, techniques, tests etc.

C. Data Representation:

i. Representing through bar diagram, pie chart, graphs etc.

## 9. Implications:

This work cites several significant managerial takeaways on the impact of attrition-influencing factors on organizational productivity. Similarly, the study demonstrated that work satisfaction and organizational commitment affect employee attrition. Prior studies in this area have determined that stress at work, a poor work-life balance, and strained relationships with coworkers are some significant push and pull variables in attrition rate In IT companies. This study recommends creating staff retention strategies that are beneficial to both businesses and employees, taking into account the influence that employee attrition has on organizational productivity.

## 10. Limitations of the Study:

This study will be carried out in a limited number of IT organizations due to operational limitations. Only TCS, Wipro, and Infosys employees will be included in this study. The original data used in this study came mostly from the opinions of workers at various IT organizations, and the data gathering was restricted to conceptual models. Further, this study will gather data of TCS, Wipro, and Infosys of only one geographical location of Bangalore city of Karnataka state.

## 11. Tentative Chapter Plan:

1. Introduction and Review of literature.
2. An overview of attrition in IT sector and retention strategies.
3. A significant comparison of attrition in TCS, Wipro, and Infosys.
4. Hypothesis testing and analysis of data.
5. Conclusions, findings, and recommendation.

**Signature** **Signature**

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